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21 November 1985

MEMORANDUM FOR: Acting Director of Central Intelligence

VIA: Executive Director
Deputy Director for Administration

FROM:
Director of Training and Education

SUBJECT: Training Strategies for Meeting Long-Term
Agency Challenges

1. As you prepare the Agency's strategies for meeting the challenges during the latter half of the decade, I want to make you aware of what the Office of Training (OTE) is doing to directly assist.

4. The Soviet Union will remain the single greatest military and political threat to U.S. interests.

- o It is imperative that we improve our understanding and knowledge of the Soviet Union.
- o We will establish a Soviet Realities Institute to enhance the knowledge and ability of professionals working on the Soviet target.

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- o Over a five-year period, we will offer courses and seminars to over [] professional officers and to all new employees hired to work on the Soviet account.

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5. We all recognize that people are our most important resource, and we must attract, hold, and reward our employees. The Agency's ability to carry out its mission depends heavily on the work of [] clerical employees.

- o In support of an innovative program to properly recognize and reward these employees, OTE developed and will implement a comprehensive secretarial training program which incorporates nearly 30 courses and provides training in the skills and knowledge areas for all levels of secretarial employees.

6. The downward trend in foreign language skills must be reversed if this Agency is to effectively perform its mission.

- o We must recruit more people with language skills.
- o We must make an investment in training to get these skills to their highest level.
- o We must commit ourselves to increasing the pool of officers with Chinese, Russian, Spanish and other "world" languages.
- o OTE's goal is to increase our Agency language skills by applying a variety of creative learning techniques such as computer-based training, in-country survival language courses, local intensive total immersion programs, real-time satellite video reception of worldwide television, and inclassified internal computer links with the Foreign Service Institute, the Defense Language Institute, and the National Security Agency.

7. The influx of new employees into the Agency creates a need for these people to be rapidly acculturated to the environment into the professional standards of intelligence. We must make every new employee aware of our value system and of our professional integrity in the work of intelligence.

- o Our Agency's goal is to achieve excellence. New employees must be indoctrinated in what it means for CIA and our ability to meet the country's needs.

8. The Agency is entering a world where work ideas and values are highly differentiated from those values of even ten or fewer years ago. Our managers must be more effectively taught how to manage these new employees.

- o Our goal, like every well-run corporation, is to have every manager fully trained prior to assignment to a supervisory position.

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- o Our goal is to reinforce this early training with follow-on courses to constantly keep our managers informed of the best techniques for creating an environment where people have an excellent opportunity to perform in an excellent manner.

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